USING LEADERSHIP COMPETENCIES AND PERFORMANCE INDICATORS

Q. Are the Leadership Competencies/Indicators to be applied to the performance appraisal establishment process? Are they to be used as critical elements?

A. HHS has indicated that the Leadership Competencies are to be used as the "foundation for OPDIVs to conduct a crosswalk to assess what competencies managers/supervisors/SES have as skills, when preparing succession plans. They are not intended to be used as critical elements in performance plans..." However, the Leadership Competencies will form an important part of the framework of FY 05 HHS assessments of OPDIV performance relative to HHS Management Objective #2. Managers should use the Leadership Competencies within ICs as a reference point, when providing feedback to supervisors/managers; assessing program or supervisory training needs; developing assignments or conveying work expectations; etc.

HHS Leadership Competencies

And

Performance Indicators

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The following leadership competencies were developed by the HHS University and OPDIV Stakeholders:

OPM ECQ 1 Leading Change This core qualification encompasses the ability to develop and implement an organizational vision that integrates key national and program goals, priorities, values, and other factors. Inherent to this ECQ is the ability to balance change and continuity; to continually strive to improve customer service and program performance within the basic government framework; to create a work environment that encourages creative thinking; and to maintain focus, intensity and persistence, even under adversity.

HHS Performance Indicators

Continual Learning – The practice of engaging in ongoing professional development opportunities.
Creativity/Innovation – The ability to improve the organization's effectiveness by creating an environment that encourages and rewards creativity and innovation
External Awareness – The ability to identify and integrate key external factors into daily work activities.
Flexibility – The ability to remain open and adjust to change.
Resilience – The ability to respond professionally in stressful and difficult situations.
Service Motivation – The ability to model a high standard of quality and commitment to serving the public.
Strategic Thinking – The ability to develop and obtain strategic goals and objectives.
Vision – The ability to create and articulate the organization's vision to staff in a way that inspires commitment.

ECQ 2 Leading People This core qualification involves the ability to design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

HHS Performance Indicators

Conflict Management - The ability to identify and address conflicts in a constructive manner.
Integrity/Honesty - The ability to demonstrate ethical behavior in all organizational activities.
Interpersonal Skills - The ability to be sensitive to others and to provide constructive feedback.
Diversity – The ability to recognize each person's differences and utilizes those differences to increase the organization's effectiveness.

Performance Management – The ability to achieve a high level of employee performance by setting realistic goals, providing feedback, and rewarding employees.
Team Building – The ability to foster cooperation, communication, and consensus among individuals on a team as well as across the organization.

ECQ 3 Results Driven

This core qualification stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

HHS Performance Indicators

Accountability for Results – The ability to take responsibility for your own and your team's decisions, judgments, actions, products, services, and processes.
Customer Service – The ability to identify, and meet or exceed customers' or stakeholders' expectations.
Decisiveness – The ability to make timely and appropriate decisions based on the information at hand.
Entrepreneurship – The ability to enhance the organization's mission by developing new products, services, and/or capabilities.
Problem Solving – The ability to gather, analyze, and process a variety of factors in order to identify solutions and make sound, well-informed decisions.
Technical Credibility – The ability to demonstrate competence in your field of expertise.

ECQ 4 Business Acumen

This core qualification involves the ability to acquire and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission, and the ability to use new technology to enhance decision making.

HHS Performance Indicators

Financial Management – The ability to estimate, justify, and manage appropriate funding levels to support mission accomplishment.
Human Resource Management - The ability to apply effective human resource practices in recruitment, selection, affirmative action, labor and employee management, and employee well-being programs.
Project Management - The ability to successfully plan, organize, monitor, and evaluate projects to achieve critical or key goals.
Technology Management – The ability to improve performance by integrating new and existing technology into the workplace.

ECQ 5 Building Coalitions/Communications This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

HHS Performance Indicators

Influencing/Negotiating - The ability to gain cooperation and buy-in from others.
Communication - The ability to effectively express facts and ideas orally and in writing.
Organizational Systems Awareness – The ability to view the organization as a system with many interdependent units working together to accomplish one mission.
Partnering – The ability to work cooperatively outside and across organizational boundaries to achieve common goals.